

~~Good~~ ^{Great} Leaders, Tough Decisions

It's All About Leadership

Illinois Community College Board
Adult Education and Family Literacy
Administrator's meeting

April 10-11, 2013

Reecie D. Stagnolia
Vice President, Kentucky Adult Education



Illinois Community College Board
www.iccb.org



WHY IS THIS IMPORTANT?

Which Comes First, Educated Workers or Jobs for Educated Workers?

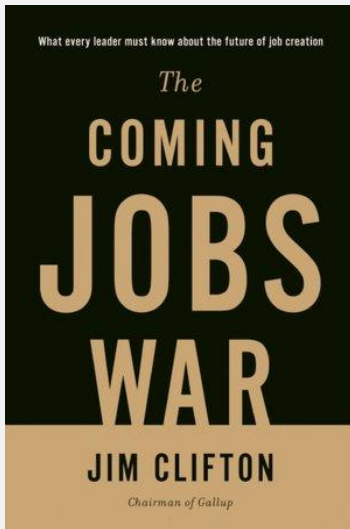


The Challenge:



Producing a U.S. workforce that is more productive, creative, and better problem-solvers than any other on the planet.

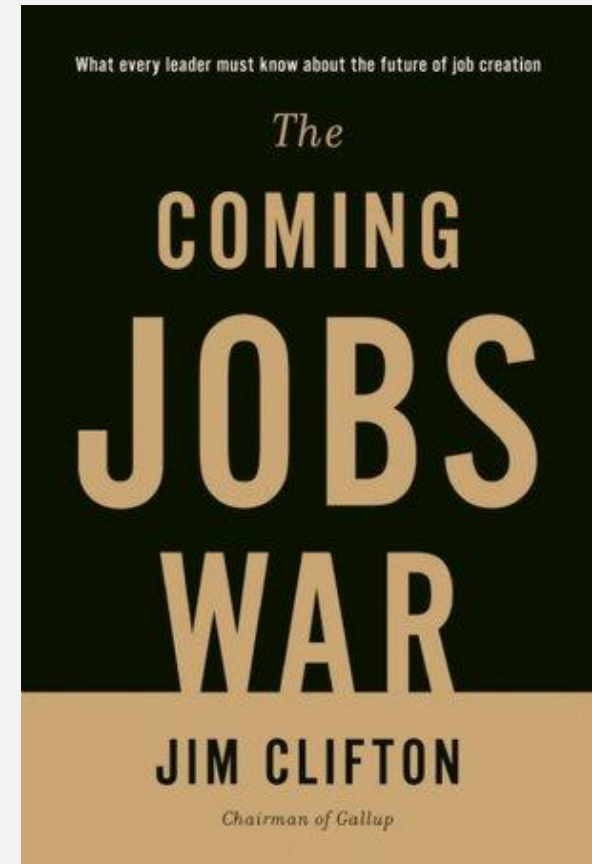
A Global War for Good Jobs is Coming.



- At the current rate, employers in 2025 will need about 23 million more degree holders than our nation's colleges and universities will have produced.
- Approximately 2/3 of the nation's college completion goal will come from non-traditional students entering and staying in the pipeline.

A Global War for Good Jobs is Coming.

- 3 billion people reported to Gallup they want a job that pays a living wage.
- Only 1.2 million jobs in the world currently fit that description.
- As the foreign workforce becomes more educated, competition for jobs will be fierce.



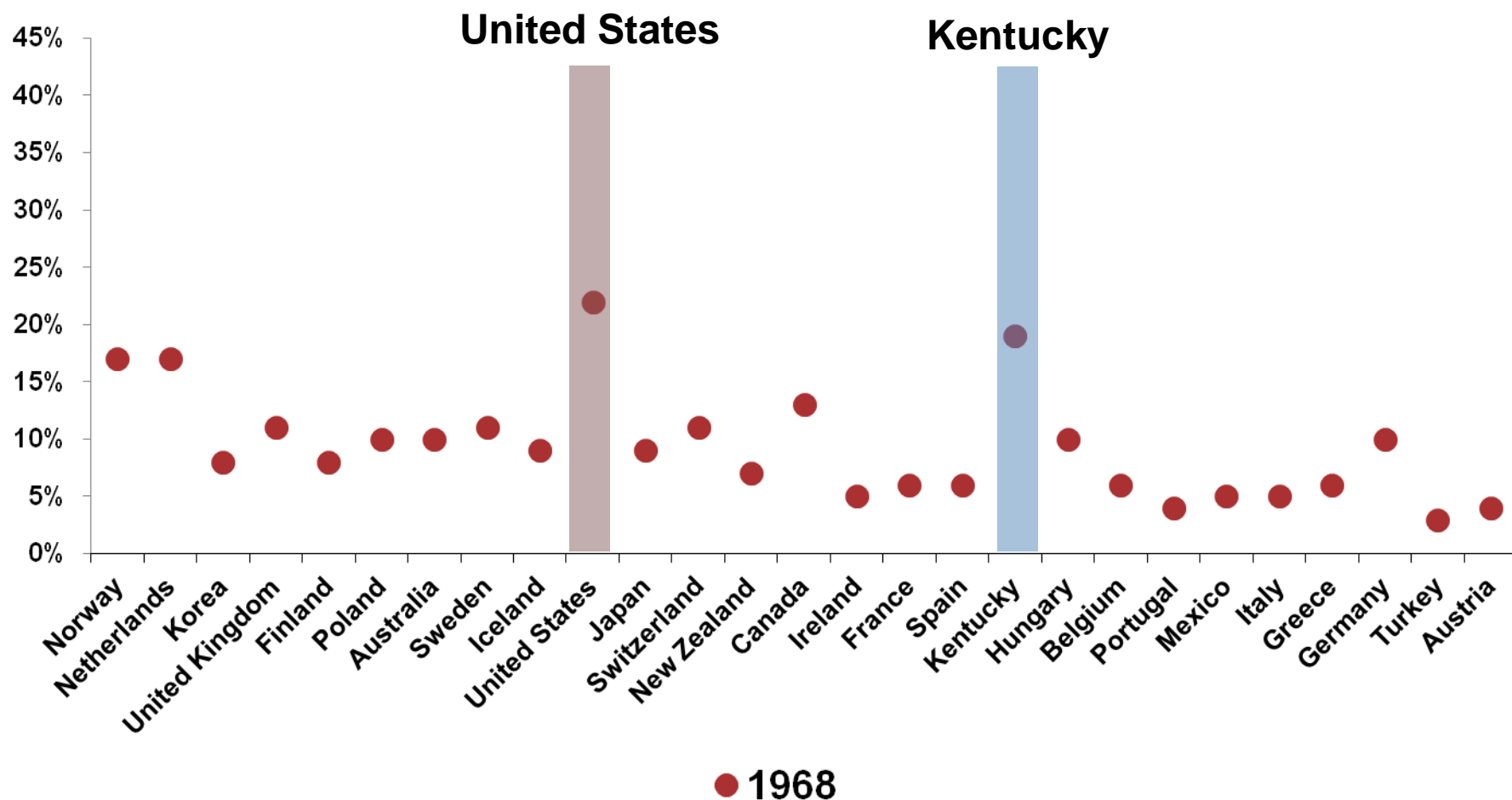
By 2018, 64% of all jobs in Illinois will require some level of postsecondary education.

Between now and 2018, Illinois will need to fill 2 million vacancies resulting from job creation, worker retirements and other factors.



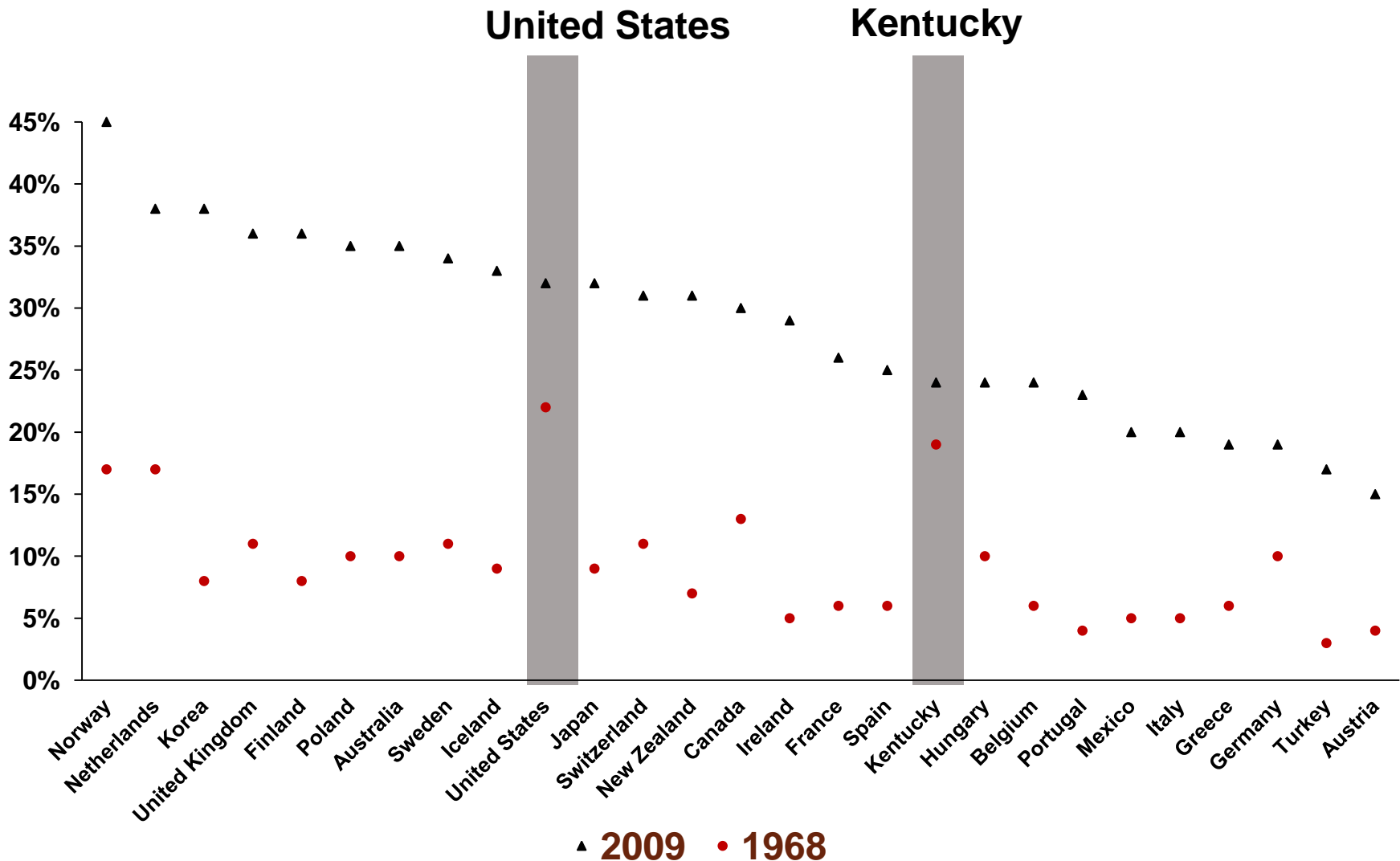
*-Center on Education and the Workforce,
Georgetown University, 2010*

Baccalaureate Attainment 25-34 Age Cohort, 1968



Sources: OECD, *Education at a Glance*, 1968 CPS

Baccalaureate Attainment, 25-34 Age Cohort, 1968 and 2009



Sources: OECD, *Education at a Glance*, 1968 CPS and 2009 ACS

“A preemptive focus on adult education actually saves governments money by reducing societal healthcare, public assistance and incarceration costs. Adult education also improves and expands the nation’s available pool of human capital by helping motivated but under educated people achieve gainful employment in today’s increasingly high-tech and global job market, and at a far lower cost per learner when compared to either K-12 or higher education.”

“The Return on Investment from Adult Education and Training,” a policy paper by the McGraw-Hill Research Foundation, May 2011

- High School dropouts are twice as likely to be unemployed, three times more likely to live in poverty and eight times more likely to wind up in prison. *(Source: America's Promise Alliance Dropout Prevention)*

\$19,000 Incarcerate



\$9,200 Public School



\$7,000 Higher Ed.

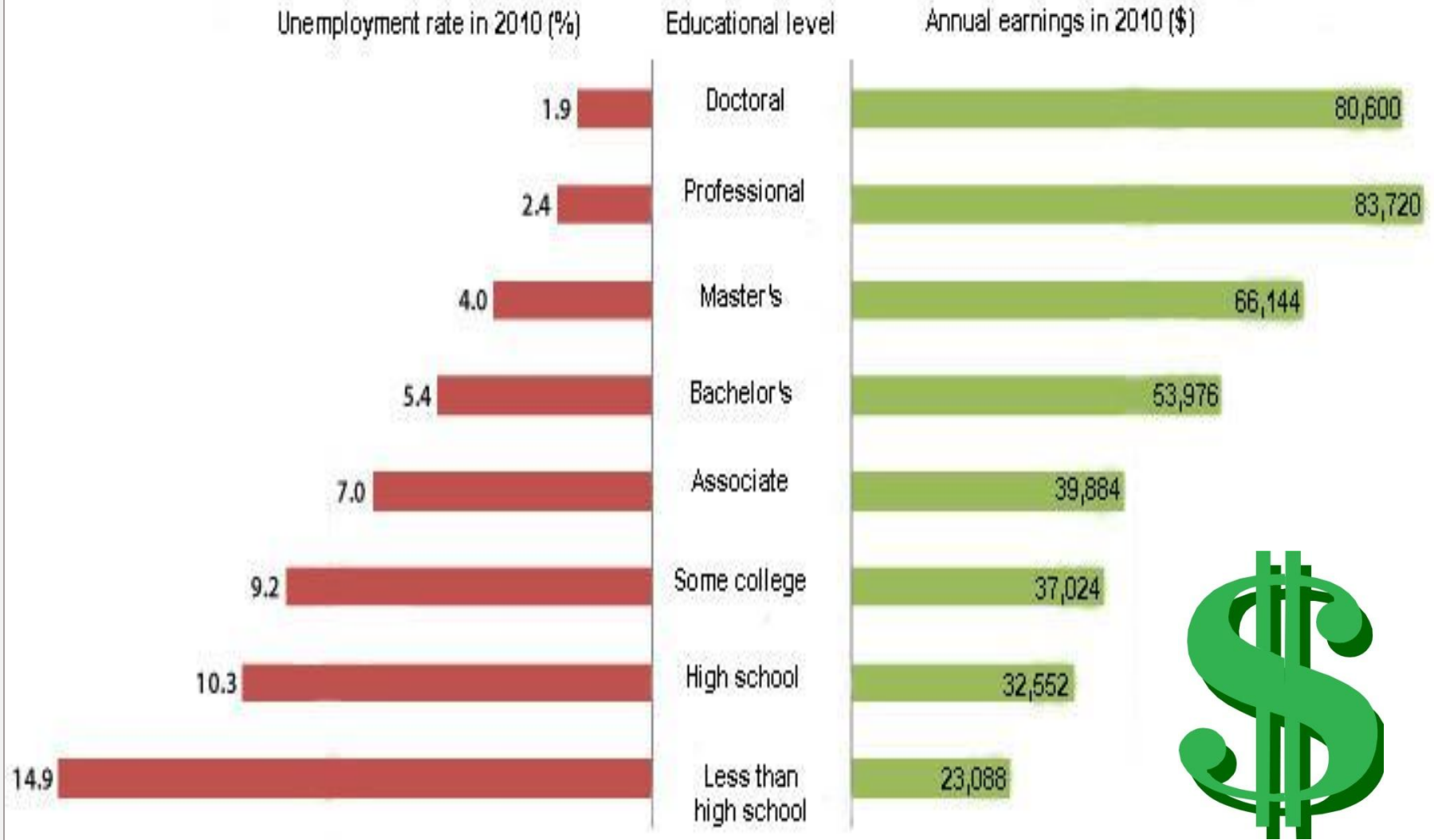


(Source: Kentucky Dropout Fact Sheet, Graduate Kentucky: A Community Approach)



- Only 3% of students who start college in AE programs earn degree
- As many as 60% of community college students must take development education courses – only 25% who do, earn a degree in 8 years
- Estimated that 50-80% students in AE programs have learning disabilities/differences
- Approximately 41% of students in AE programs are unemployed

Education Pays



Source: Bureau of Labor Statistics, Current Population Survey

Human Capital Development

“The reason persistent growth is enabled by human capital formation is that human capital, unlike physical capital, has both the direct effect on the productivity of current labor and capital inputs, and an indirect effect on the production of more knowledge. A continuous accumulation of knowledge can thus lead to a self-sustaining growth in per capita income.”

-Isaac Ehrlich, “The Mystery of Human Capital as Engine of Growth”

Adult Education of the Future

Reach Higher, America

Overcoming Crisis in the U.S. Workforce

“The National Commission on Adult Literacy calls on Congress and state governments to make **postsecondary** and **workforce readiness** the new mission of the adult education and workforce skills system.”

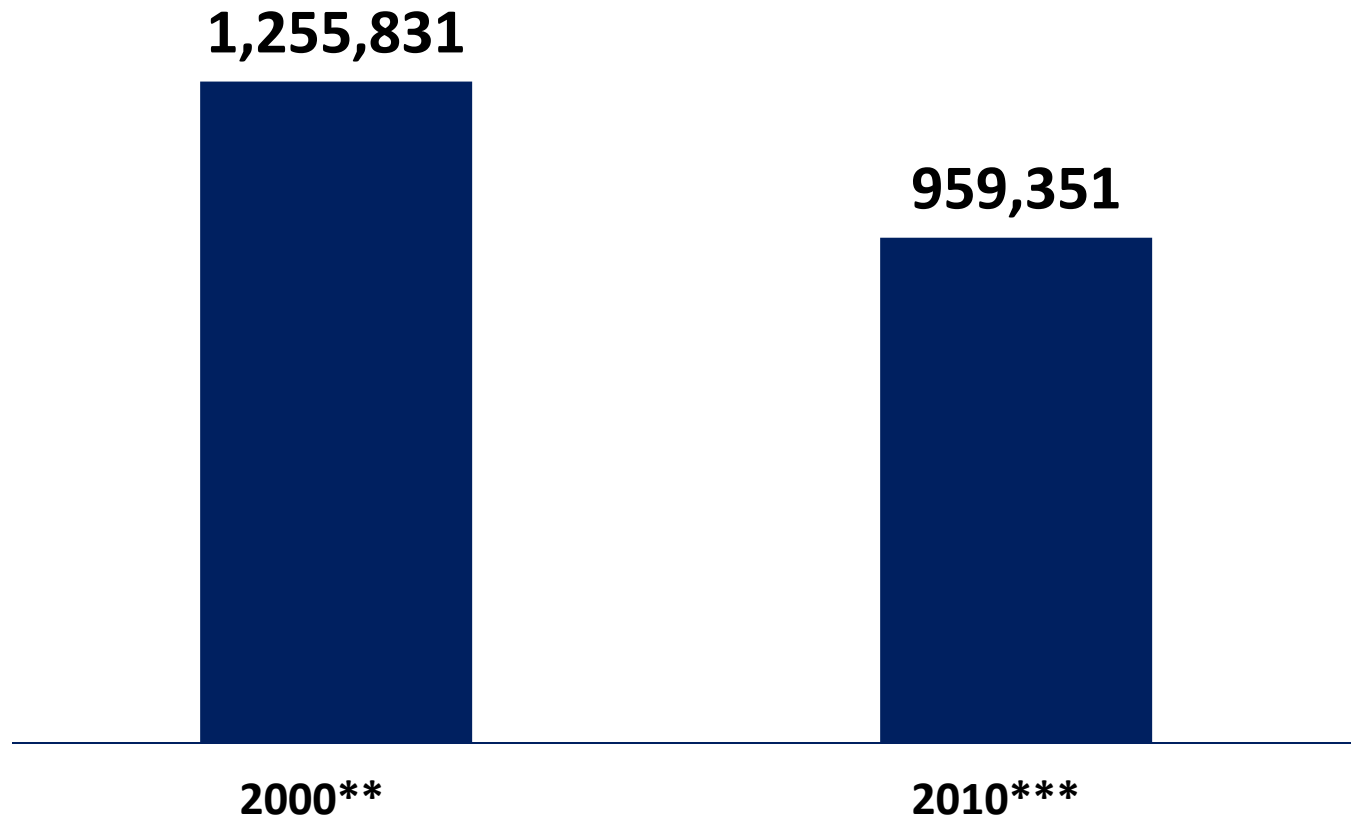
Source: Report of the National Commission on Adult Literacy, June 2008

HOW IS ILLINOIS DOING?

Illinois Adult Education System

Decade of Progress

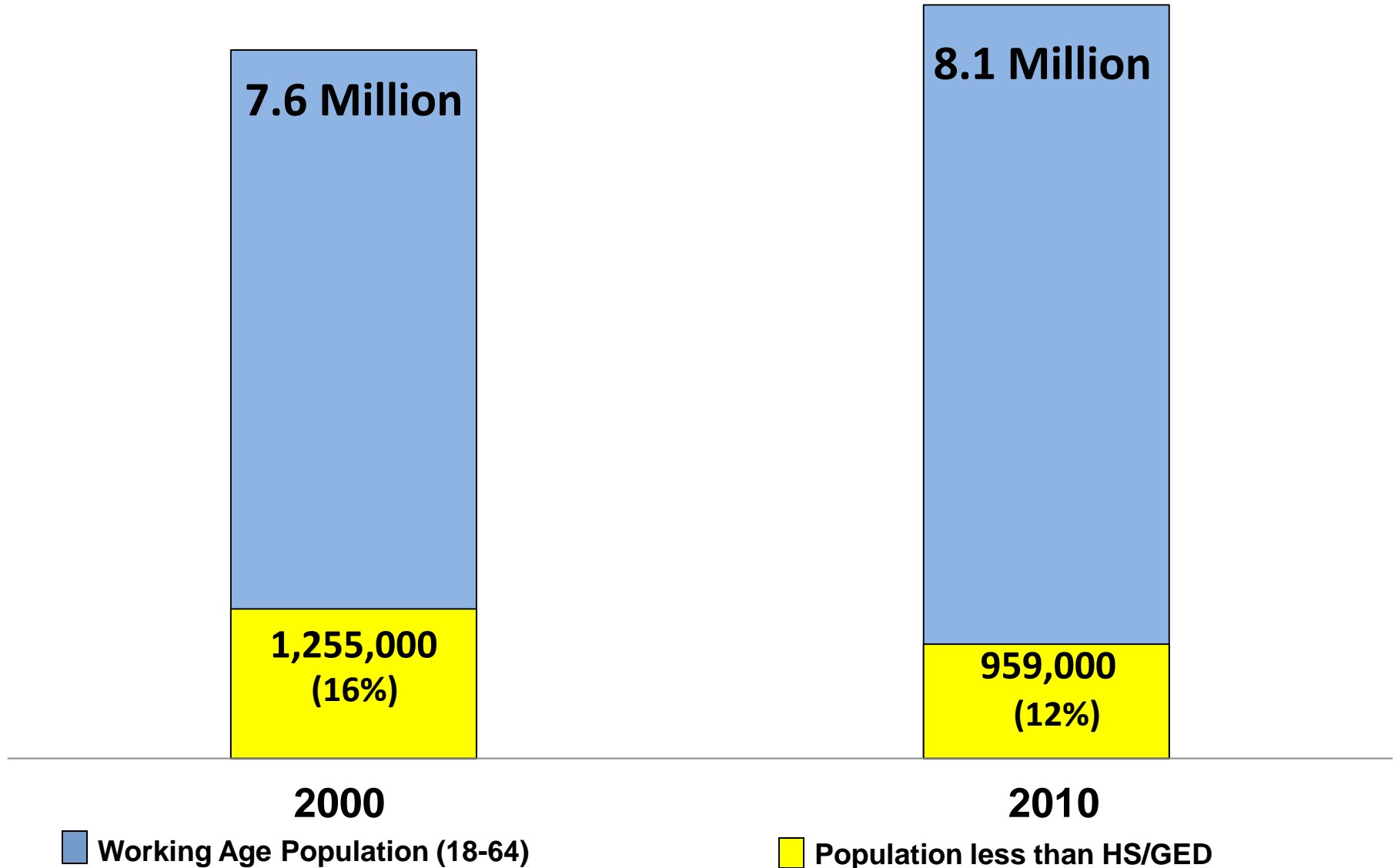
Population, 18-64, without a
High School Credential



**2000 U.S. Census

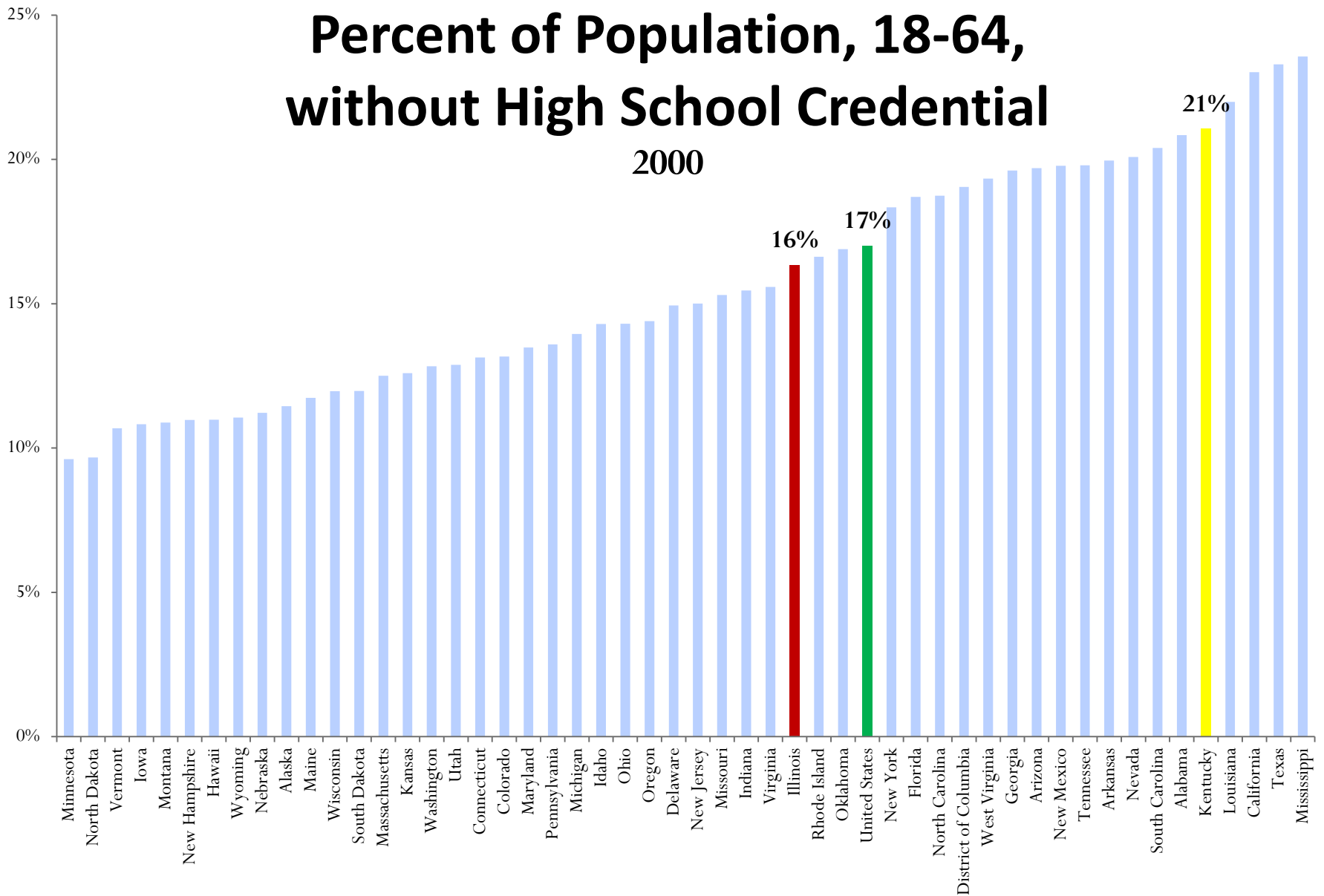
***2006-10 American Community Survey

Working Age Population in Need of High School Equivalency.....A Decade of Progress



Percent of Population, 18-64, without High School Credential

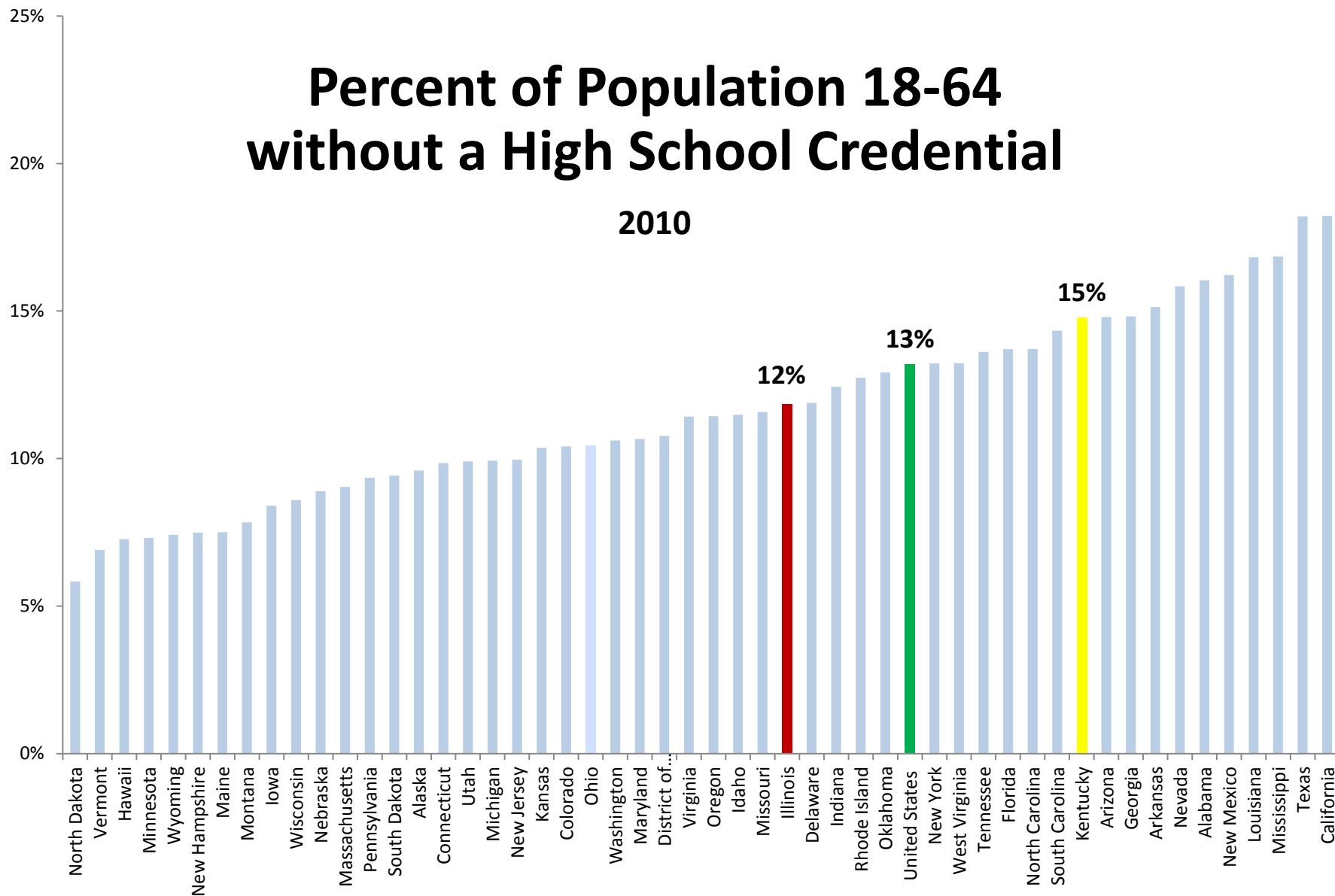
2000



Source: 2000 Census

Percent of Population 18-64 without a High School Credential

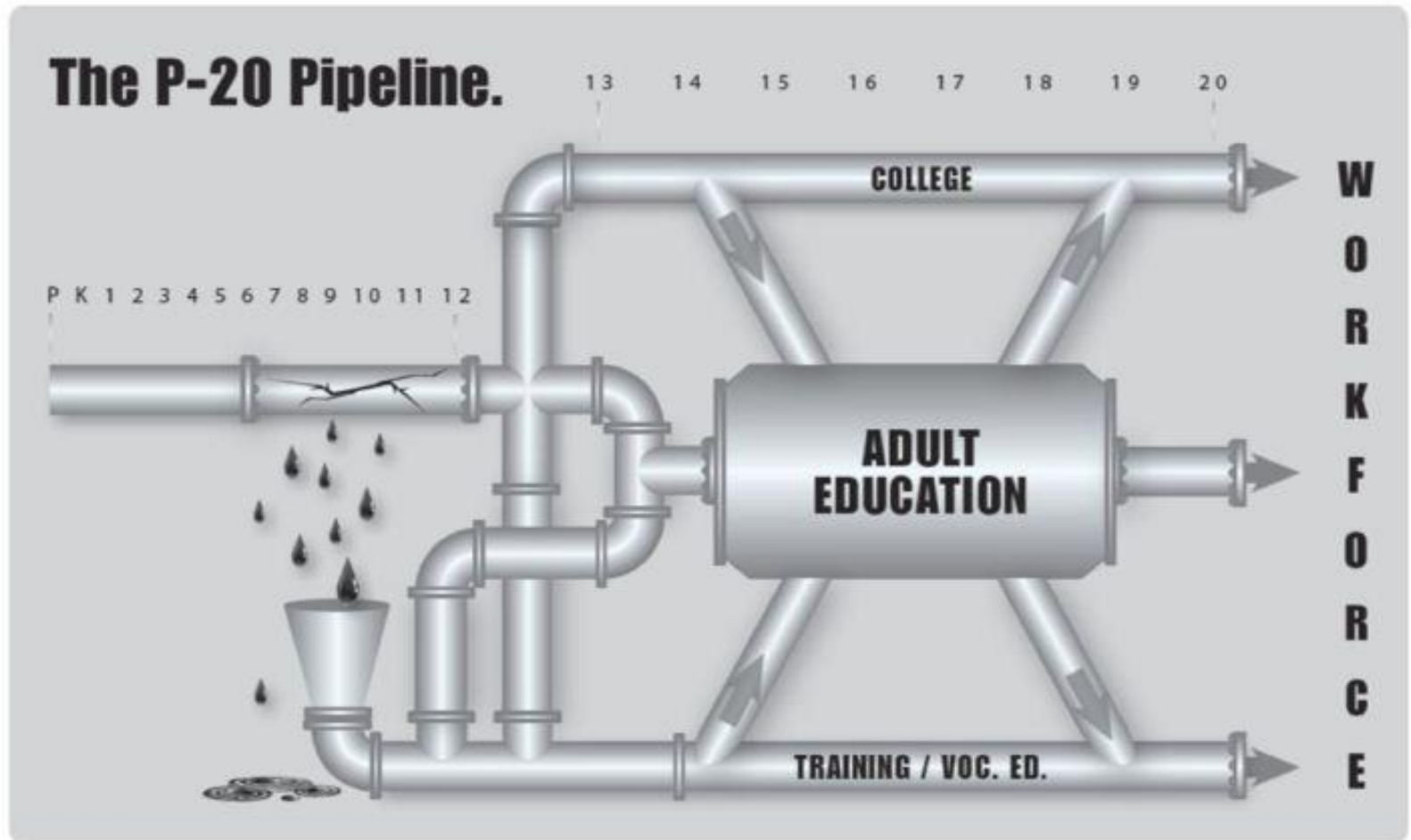
2010



Source: 2010 American Community Survey, 1 year estimates

**WHAT ARE WE DOING TO
RE-ENGINEER OR TRANSFORM
THE NATION'S ADULT EDUCATION
SYSTEM?**

The Leaky Pipeline



Conversation has changed
from
serve and **support**
to
re-engineer and **results**

The Nation's Adult Education Game Changers:

1. Teacher Quality and Effectiveness
2. Common Core Standards
3. Integrated Education and Training (IET)
models – Accelerating Opportunity

**“If you don’t like change,
you’re going to like
irrelevance even less.”**

General Eric Shinseki, retired Chief of Staff, U.S. Army

We must begin by having a sense of urgency.

Think Jet Ski...



Not Cruise Ship...



It's All About Leadership

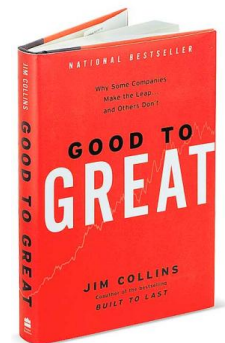
- ***Leadership Matters***
- Personnel Matters
- Environment Matters
- Customer Service Matters

Leadership Matters

*“Good is the enemy of great. And, that is one of the key reasons why we have so little that becomes great. **We don’t have great schools, principally because we have good schools.** We don’t have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good – and that is their main problem.”*

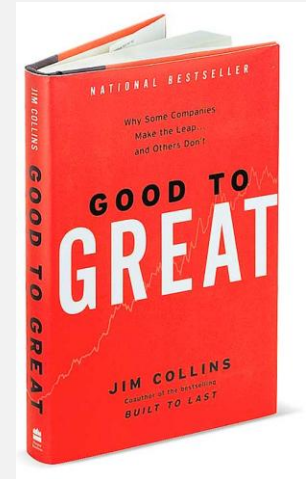
Jim Collins

Jim Collins, *Good to Great: Why Some Companies Make the Leap . . . And Others Don’t*, HarperBusiness, New York, 2001



Good to Great

- Two Characteristics of Great Leaders
 1. Resolve
 2. Humility
- Great Leaders – When things go well, they look out the window and see who they can compliment and when they don't, look in the mirror and ask what I could do different/better next time.



Humility

“People with humility don’t think less of themselves, they just think of themselves less.”

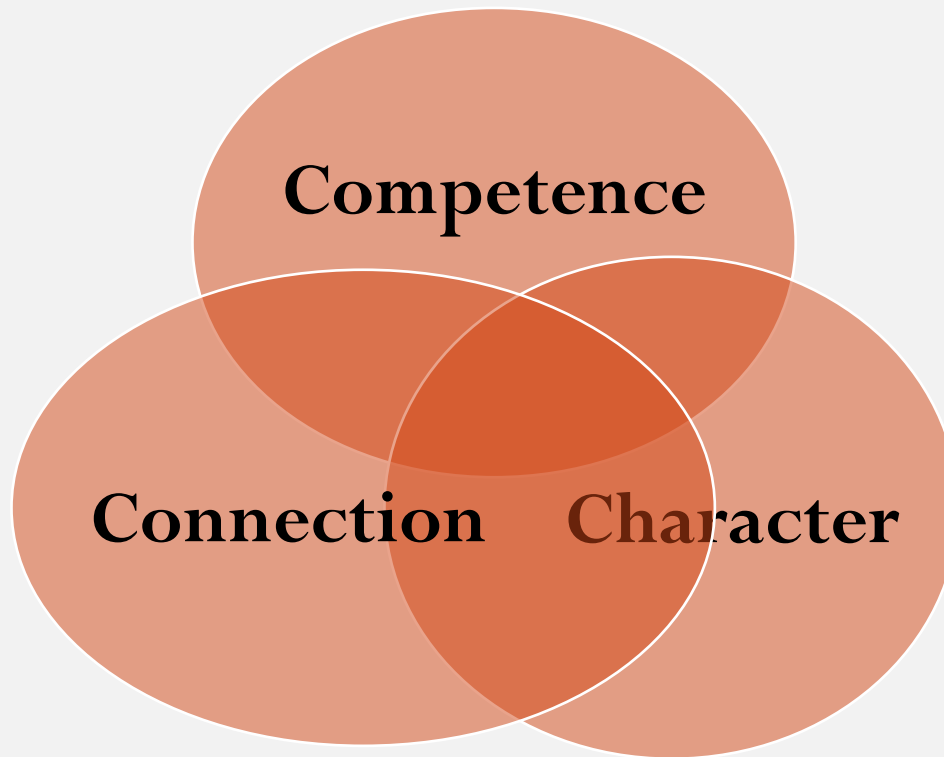
The Ken Blanchard Companies 2006

Lessons from Peter Drucker about Leadership

1. A leader is someone who has followers.
2. Popularity is not leadership. Results are.
3. Leaders are highly visible, they set examples.
4. Leadership is not rank, privilege, titles, or money, it is responsibility.
5. Leaders lift others.
6. Leaders value their team.

Trust is the Foundation of Leadership

Three qualities a leader must exemplify to build trust:



“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.”

General H. Norman Schwarzkopf

Leaders run *from* the
status quo
and run *to* innovation
and change

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

Jack Welch, retired CEO, GE

"Ships in harbour are safe,
but that's not what ships are built for."

- John Shedd



JOHN ORTBERG

author of THE LIFE YOU'VE ALWAYS WANTED

IF YOU WANT TO
WALK ON WATER,
YOU'VE GOT TO
GET OUT
OF THE
BOAT



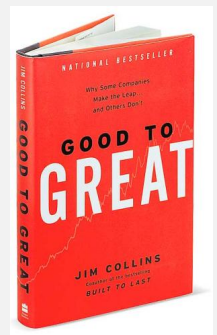
It's All About Leadership

- Leadership Matters
- ***Personnel Matters***
- Environment Matters
- Customer Service Matters

First Who . . . Then What

“We expected that good-to-great leaders would begin by setting a new vision and strategy. We found instead that they *first* got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and *then* they figured out where to drive it. The old adage “People are your most important asset” turns out to be wrong. People are *not* your most important asset. The *right* people are.”

Jim Collins, *Good to Great: Why Some Companies Make the Leap . . . And Others Don't*, HarperBusiness, New York, 2001



Hire Well!



Monday Morning Leadership

*“The decision you have to make is to hire tough and manage easy, or hire easy and manage tough. I can assure you that the best thing to do is to take your time on the front end so that you can enjoy having the **RIGHT PEOPLE** on your team.”*

David Cottrell, *Monday Morning Leadership*, CornerStone Leadership Institute, Dallas, Texas, 2002

Key Hiring Filters

Character



Chemistry



Competency



Monday Morning Leadership

- First, hire good employees.
- Second, coach every member of the team to become better.
- Third, dehire the people who aren't carrying their share of the load.

“If we expect more from our students ...shouldn’t we expect more from our instructors, ourselves?”

*Hunter R. Boylan
Director, National Center for
Developmental Education*

It's All About Leadership

- Leadership Matters
- Personnel Matters
- ***Environment Matters***
- Customer Service Matters

"Keen insight on the transformational power of Starbucks."
—Dr. Jackie Freiberg, bestselling coauthor, *Gutai and Nobi!*

THE STARBUCKS EXPERIENCE

5 Principles for Turning
Ordinary into Extraordinary



JOSEPH A. MICHELLI

THE
STARBUCKS
EXPERIENCE
MICHELLI

People Flock to the Company's Stores for the Total Starbucks Experience

In essence, they come for...



- the comfortable setting;
- where they are valued on a personal level;
- where a meaningful connection is made.

To Achieve the Starbucks Experience

- The ambience of the store must be inviting.
- A place where a person will feel comfortable hanging out alone or with friends.
- “Third Place” – must capture a unique warmth that sets it apart from the first two places in most people’s lives: work and home.



It's All About Leadership

- Leadership Matters
- Personnel Matters
- Environment Matters
- ***Customer Service Matters***

How passion in your work and life
can turn the ordinary into
the extraordinary

The

Fred

FACTOR



Mark Sanborn

READ BY THE AUTHOR



AN UNABRIDGED PRODUCTION

Mark Sanborn, *The Fred Factor*, Double-day, 2004

The Fred Principles



Principle 1 Everyone makes a difference.



Principle 2 Success is built on relationships.



Principle 3 You must continually create value for others and it doesn't have to cost a penny.



Principle 4 You can reinvent yourself regularly.

Southwest Airlines

More than 37 years ago, Rollin King and Herb Kelleher got together and decided to start a different kind of airline. They began with one simple notion: If you get your passengers to their destinations when they want to get there, on time, at the lowest possible fares, and make darn sure they have a good time doing it, people will fly your airline. And you know what? They were right.



GALLUP PRESS

EDUCATOR'S EDITION

FROM THE COAUTHOR OF THE BESTSELLER
NOW, DISCOVER YOUR STRENGTHS

HOW FULL IS YOUR BUCKET?

Positive Strategies for Work and Life

TOM RATH AND
DONALD O. CLIFTON, Ph.D.



How Full Is Your Bucket?

Everyone has an invisible bucket. We are at our best when our buckets are overflowing – and at our worst when they are empty.



Everyone also has an invisible dipper. In each interaction, we can use our dipper either to fill or to dip from others' buckets.

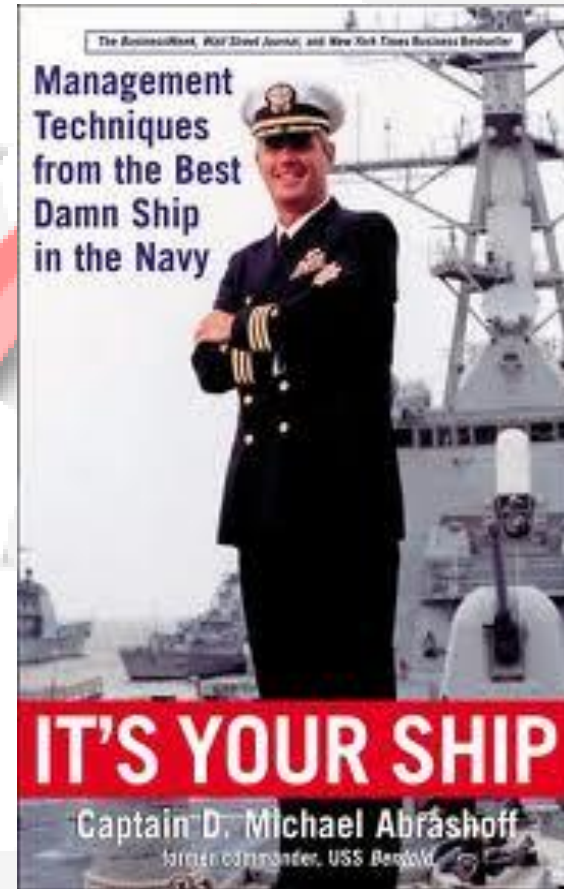
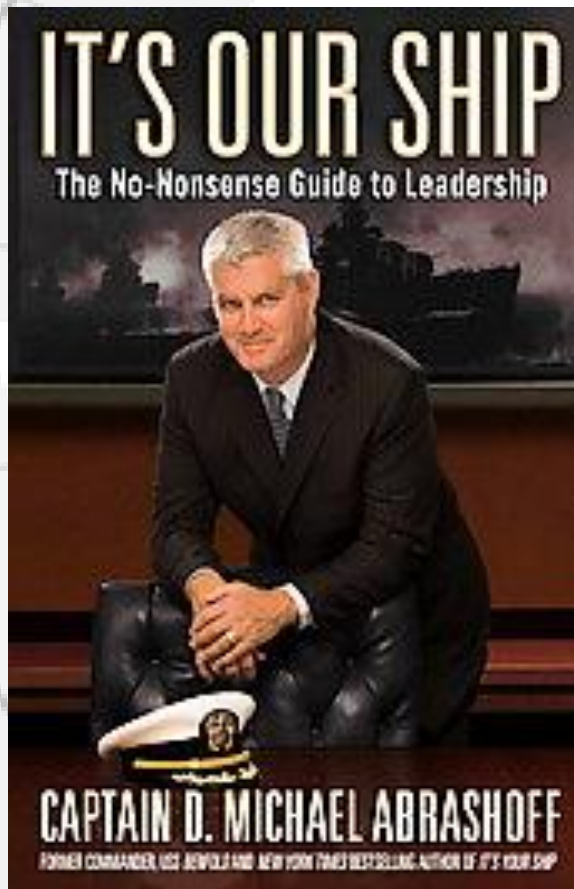
Whenever we choose to fill others' buckets, we in turn fill our own.



***“No country however rich,
can afford the waste of its
human resources.”***

Franklin D. Roosevelt

In Summary...



To obtain a copy:

<http://kyae.ky.gov/NR/rdonlyres/090C5171-790C-4F2B-9370-1F1E0417576E/0/IllinoisPresentation3513.pptx>



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